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Course Information
Division: Kinesiology, Health, and Sport Studies
Program Area: Sports Administration
Course #: KHS 7540
Course Title: Concepts of Management in Health, Physical Education, and Recreation
Term/Year: Winter, 2017
Course Format: WEB, http://blackboard.wayne.edu
Instructor: Laurel Whalen
Office Address: 2156 Faculty/Administration Building
Office Hours: Online: Tuesday, Wednesday, Thursday, 1:00-3:30 or by appointment
Contact: 313-577-2704, laurel.whalen@wayne.edu, Skype: laurelwhalen

Course Description:
Graduate Bulletin: Responsibilities and concerns of administrators of health, physical education and recreation programs. Basic administrative procedures, policy-making and evaluation; establishment of program goals; alternative management styles; leadership principles.

This course will examine management and leadership theory and concepts as they pertain to the sport industry. Management styles, leadership, supervision, and functions thereof will be examined in depth.

Course Outcomes:
By the end of this course, learners will be able to:

1. Identify organizational designs and structures for various types of sport organizations.
2. Recognize types of organizational strategies and how they are utilized effectively in sport organizations.
3. Understand the dynamics of organizational change and identify methods of implementing change.
4. Recognize conflict as both a positive and a negative component of organizational dynamics and identify ways to manage conflict.
5. Utilize effective strategies and tactics for recruiting, motivating, rewarding, and retaining employees.
6. Develop professional materials that highlight personal philosophies and practices in supervision and management.

Pre-course Requirements:
You MUST meet this requirement by successfully completing each of the following tasks, in the order presented, before beginning your coursework (see “Start Here!” folder on the course blackboard site). If, for any reason, you are unable to complete these tasks, e-mail your instructor immediately.
1. Access the course web site at http://blackboard.wayne.edu/
2. Access the “Course Information & Syllabus” folder, and:
   a. View the “Welcome to KHS 7540” video presentation
   b. Download the syllabus from the “Course Information” folder and read it in its entirety.
   c. Review the document titled “Web Agreement” and read it in its entirety.
   d. Take the Syllabus/Web Agreement Quiz. (The rest of the course information will be made available ONLY once you’ve completed this survey that demonstrates your understanding of the policies of the course)!

Required Texts:

Course Assignments:
Points will be accumulated in this class through the completion of the following learning modules and related assignments (see “Detailed course schedule” at the end of this document for more information):

   a. Module 1: Intro to The Leadership Challenge 25 points
   b. Module 2: Model The Way 25 points
   c. Module 3: Inspire A Shared Vision 25 points
   d. Module 4: Challenge The Process 25 points
   e. Midterm Exam 50 points
   f. Module 5: Enable Others To Act 25 points
   g. Module 6: Encourage The Heart 25 points
   h. Module 7: Leadership in Practice - Case Analysis 50 points
Total Possible Points: 250 points

Grading System:

<table>
<thead>
<tr>
<th>Graduate</th>
<th>Undergraduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93-100%</td>
</tr>
<tr>
<td>A-</td>
<td>90-92%</td>
</tr>
<tr>
<td>B+</td>
<td>88-89%</td>
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<tr>
<td>B</td>
<td>84-87%</td>
</tr>
<tr>
<td>B-</td>
<td>80-83%</td>
</tr>
<tr>
<td>C+</td>
<td>78-79%</td>
</tr>
<tr>
<td>C</td>
<td>74-77%</td>
</tr>
<tr>
<td>F</td>
<td>&lt;74%</td>
</tr>
</tbody>
</table>

General Note on Grading:
The College of Education faculty members strive to implement assessment measures that reflect a variety of strategies in order to evaluate a student's performance in a course. For graduate students, “B” grades will be awarded for satisfactory work that satisfies all course requirements; “B+” grades will be awarded for very good work; and “A” grades will be reserved for outstanding performance. There is a distribution of grades from “A-F” within the COE and that plusses and minuses are recorded and distinguish distinct grade point averages.
Class Policies:

1. This course is being delivered via the Wayne State University Blackboard System. Documents outlining the course policies regarding Academic Integrity, Computer Usage, Disabilities, Incompletes and Computer Mediated Communication are included in this syllabus and are also posted in the course information link of the course blackboard site. You are required to access, read and acknowledge understanding of these documents prior to beginning your course work. Details regarding this requirement are provided under the heading “Pre-course Requirements.”

2. A grade of “Incomplete” will only be considered when circumstances such as serious illness or accident prevent the student from completing coursework within the term. A number of unsupported absences, failure to complete course requirements or learning of a low grade near the end of the semester does not justify an “I” grade. An incomplete will not be awarded if a student is not passing at the time of the request.

3. Written assignments (including discussion board posts) are graded on content, creativity, and writing skills. While this is not an English class, it’s important that your work reflects your professionalism. Therefore, problems with sentence structure, spelling, grammar, punctuation, and writing mechanics will result in a lower grade for the assignment.

4. **I do not take late assignments.** Two weeks, the length of each module, is a sufficient amount of time to complete the required work. They need to be submitted via Blackboard, as per the individual assignment description. Technology issues are not an excuse for failure to complete assignments – please plan accordingly!

5. All written assignments should be written in APA editorial style and format. If you are unfamiliar with this style of writing, it’s suggested that you purchase the APA Style Guide and/or reference the online APA guidelines for use in this graduate-level course work.

6. I will respond to emails and discussion board Q/A posts within 24 hours, usually sooner. I aim to return graded assignments within one week of submission.

Technology Requirements and Accessibility Information:

It is NOT a requirement that one possess proficient computer skills in order to be successful in this course. You will be provided with tutorials to help strengthen your technical skills. However, you should be comfortable using a computer. It is important that you understand that you will need the following programs installed on your computer to read the various course files. If you need assistance, please contact Wayne State University’s C&IT at 313-577-4778 to locate the necessary programs.

- A personal computer with Internet connection and speakers
- A word processing program that reads Microsoft Word and PowerPoint files
- A spreadsheet program that reads Microsoft Excel files
- Adobe Reader and Adobe Flash Player
- Microsoft Media Player 9.0 or higher that plays various video files
- Microsoft Internet Explorer (at least version 9) or another internet browser of your choice
- Symantec Antivirus or equivalent virus software (you can download free from WSU-C&IT dept.)

The Sports Administration program is committed to ensuring that the course content is accessible for all students. Below, please find a link to the various technology you may use in this course with the affiliated accessibility statements. Should you desire additional assistance or have accessibility questions, please contact your instructor.
Enrollment/ Withdrawal Policy:

Students must add classes no later than the end of the first week of classes; this includes online classes. Students may continue to drop classes (with full tuition cancellation) through the first two weeks of the term. Students who withdraw from a course after the end of the 4th week of class will receive a grade of WP, WF, or WN:

- WP will be awarded if the student is passing the course (based on work due to date) at the time the withdrawal is requested
- WF will be awarded if the student is failing the course (based on work due to date) at the time the withdrawal is requested
- WN will be awarded if no materials have been submitted, and so there is no basis for a grade

Students must submit their withdrawal request online through Pipeline. The faculty member must approve the withdrawal request before it becomes final, and students should continue to attend class until they receive notification via email that the withdrawal has been approved. The last day to withdraw from classes for the spring/summer term is **Sunday, March 26, 2017**.

Plagiarism:

Plagiarism includes copying material from outside texts or presenting outside information as if it were your own by not crediting authors through citations. It can be deliberate or unintended. **If you're in doubt about the use of a source, cite it.** All outside references must be submitted with assignments. The College of Education has a “zero tolerance” approach to plagiarism and other forms of academic dishonesty. Specific examples of academic dishonesty, including what constitutes plagiarism, can be found in the University’s Undergraduate Bulletin, the Undergraduate Student Handbook, and the Student Due Process Policy. It is each student’s responsibility to read these documents to be aware of which actions are defined as academic dishonesty. Sanctions include failure in the course involved, probation and expulsion. Students are advised to think carefully and thoroughly, ask for help from instructors if it is needed, and to make smart decisions about their academic work.

Attention Students with Disabilities:

If you have a documented disability that requires accommodations, you will need to register with Student Disability Services (SDS) for coordination of your academic accommodations. The Student Disability Services (SDS) office is located at 1600 David Adamany Undergraduate Library in the Student Academic Success Services department and can be reached by phone: 313-577-1851 or 313-577-3365 (TDD only) or via email at studentdisability@wayne.edu. Once you have your accommodations in place, I will be glad to meet with you privately during my office hours to discuss your special needs. Student Disability Services’ mission is to assist
the university in creating an accessible community where students with disabilities have an equal opportunity to fully participate in their educational experience at Wayne State University.

Please be aware that a delay in getting SDS accommodation letters for the current semester may hinder the availability or facilitation of those accommodations in a timely manner. Therefore, it is in your best interest to get your accommodation letters as early in the semester as possible.

Religious Observance Policy:
Because of the extraordinary variety of religious affiliations represented in the University student body and staff, the Wayne State University calendar makes no provision for religious holidays. It is University policy, however, to respect the faith and religious obligations of the individual. Students who find that their classes or examinations involve conflicts with their religious observances are expected to notify their instructors well in advance so that alternative arrangements as suitable as possible may be arranged.

Wayne State University Writing Center:
The Writing Center (2nd floor, UGL) provides individual tutoring consultations free of charge for students at Wayne State University. While the center serves both graduate and undergraduate students, undergraduate students in General Education courses, including composition courses, receive priority for tutoring appointments. The Writing Center serves as a resource for writers, providing tutoring sessions on the range of activities in the writing process – considering the audience, analyzing the assignment or genre, brainstorming, researching, writing drafts, revising, editing, and preparing documentation. The Writing Center is not an editing or proofreading service; rather, students are guided as they engage collaboratively in the process of academic writing, from developing an idea to correctly citing sources. To make an appointment, consult the Writing Center website, call (313) 577-2544, email engwc2310@wayne.edu, or schedule an appointment online. To submit material for online tutoring, consult the Writing Center HOOT website (Hypertext One-on-One Tutoring).

Class Schedule:
(*Adjustments may be made during the semester as necessary. Please refer to Blackboard for more detailed descriptions of related materials and assignments)

<table>
<thead>
<tr>
<th>Module</th>
<th>Dates</th>
<th>You should be…</th>
<th>What’s due?</th>
</tr>
</thead>
</table>
| 1      | Monday, January 9, -- Monday, January 23 | **Introduction to The Leadership Challenge**  
- Log into Blackboard. View welcome video, review syllabus, and all related course materials.  
- Take the syllabus quiz (you must do this to make the rest of the course content available).  
- Review the “Leadership Challenge Introduction” folder in Module #1. | 1. Introduction blog (10 points)  
2. Do we “DWYSYWD” in sport? Discussion board (15 points) |
| 2      | Monday, January 23 – Monday, February 6 | **Model the Way**  
- Review “Model the Way” folder in Module #2. | 1. Model the Way blog (10 points)  
2. Values at Work assignment (15 points) |
<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Topic</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Monday, February 6 –</td>
<td><strong>Inspire a Shared Vision</strong></td>
<td>1. SWOT assignment (25 points)</td>
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<td></td>
<td>Monday, February 20</td>
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<td></td>
<td><strong>Challenge the Process</strong></td>
<td>1. “Life in the Balance” survey (5 points)</td>
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<tr>
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<td>Monday, February 20 –</td>
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<td>2. “Life in the Balance” assignment (10 points)</td>
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<td></td>
<td>Monday, March 6</td>
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<td>3. Challenge the process assignment (10 points)</td>
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<td>4</td>
<td>Monday, March 6 –</td>
<td><strong>Midterm Exam</strong></td>
<td>1. Midterm Exam (50 points)</td>
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<td>Monday, March 13</td>
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<td>5</td>
<td>Monday, March 6 –</td>
<td><strong>Enable Others to Act</strong></td>
<td>1. Emotional Intelligence assignment (10 points)</td>
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<td>Monday, March 13</td>
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<td>2. Empowering employees assignment (15 points)</td>
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<tr>
<td>6</td>
<td>Monday, March 20 –</td>
<td><strong>Encourage the Heart</strong></td>
<td>1. Employee recognition assignment (15 points)</td>
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<td>Monday, April 3</td>
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<td>2. Letter of gratitude assignment (10 points)</td>
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<td>7</td>
<td>Monday, April 3 –</td>
<td><strong>Leadership in Action</strong></td>
<td>1. Leadership Blueprint assignment (50 points)</td>
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<td>Monday, April 17</td>
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